

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Desert Paper and Envelope

New Mexico Manufacturing Extension Partnership

Desert Paper and Envelope Continues its Lean Journey

Client Profile:

Desert Paper and Envelope Co., Inc., established in 1973, is dedicated to manufacturing and printing high quality envelopes, ranging from the unique and unusual to all standard sizes and styles. The company is also committed to supplying a wide range of superior paper solutions and supports its customers by offering complimentary paper and envelope consulting. Desert Paper and Envelope also provides carbonless forms, as well as ancillary processes including clasping, latex, and peel and seal closures. Additionally, Desert Paper and Envelope is the only FSC (Forest Stewardship Council) and SFI (Sustainable Forestry Initiative) minority envelope manufacturer certificate holder federally certified by the Small Business Administration as HUBZone and Small Disadvantaged Business (SDB). The company currently employs 35 people at its facility in Albuquerque, New Mexico.

Situation:

Desert Paper and Envelope has experienced the continuing benefits of the transformation to a Lean Enterprise with the assistance of the New Mexico Manufacturing Extension Partnership (New Mexico MEP), a NIST MEP network affiliate, for nearly eight years. The company has received extensive training in the principles of Lean manufacturing, 5S (Sort, Set in Order, Shine, Standardize, Sustain) workplace organization, Value Stream Mapping (VSM), and has implemented significant changes in overall operation of the company. Ella Leeper, owner and president, wanted to implement and sustain significant change within Desert Paper and reduce rework and error by having training done in a standardized way. She contacted the New Mexico MEP for assistance.

Solution:

New Mexico MEP provided Training Within Industry (TWI) Job Instruction and worked with Desert Paper to produce documents using standard format and standard language. In addition, New Mexico MEP prepared Leeper and three key employees for the Society of Manufacturing Engineers Lean Bronze Certification examination (LECP) with in-depth training in VSM, 5S, Total Productive Maintenance, Quick Changeover, Cellular Manufacturing, Pull Systems, Teams, Standardized Work, and Problem Solving and Process Improvement. After the completion of the LECP training, New Mexico MEP guided Desert Paper through a VSM and Quick Changeover project. As a result of New Mexico's assistance, job descriptions and work instructions are all in a standard format and use standard language.

Results:

- * Increased sales by \$3.8 million.
- * Retained sales of \$500,000.
- * Realized savings of \$250,000.

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* Reduced changeover time by 70 percent.

Testimonial:

"Without the help and guidance of New Mexico MEP, I probably wouldn't be in business. If companies don't practice Lean Manufacturing and continuously improve how they do business, they probably won't be around for very much longer."

Ella Leeper, Owner and President